

Exhibit 4

Savings Incentive Account Expenditures in Fiscal Year 2001 Agency Detail Reports

House of Representatives

Type of Expenditure (itemize if appropriate)	Amount Expended	Purpose of expenditure and how it improved the quality, efficiency or effectiveness of services to customers
Employee Training	1,209	(No further detail provided by agency.)
Technology Improvements	165,933	
Improved Work Processes	102,568	
Total FY 01 Expenditures	\$269,709	

Senate

Type of Expenditure (itemize if appropriate)	Amount Expended	Purpose of expenditure and how it improved the quality, efficiency or effectiveness of services to customers
Technology Improvements	120,478	Memory Upgrade for computers, share purchase of RealServer with House of Representatives for video services.
Other	85,383	Hearing room remodel, and continued design and installation of the ventilation and air-conditioning system in the John A. Cherberg building.
Total FY 01 Expenditures	\$205,861	

Joint Legislative Audit and Review Committee

Type of Expenditure (itemize if appropriate)	Amount Expended	Purpose of expenditure and how it improved the quality, efficiency or effectiveness of services to customers
Other	23,957	Minor office renovations: 1) Reconfigured existing conference room to reflect established space standards. Existing space did not allow us to hold office-wide training sessions and meetings involving additional staff without seeking meeting space in other facilities (which sometimes involved rental costs). 2) Converted two adjacent restrooms into professional office workspace.
Total FY 01 Expenditures	\$23,957	

Court of Appeals

Type of Expenditure (itemize if appropriate)	Amount Expended	Purpose of expenditure and how it improved the quality, efficiency or effectiveness of services to customers
Employee Training	199	This amount was spent on staff training to enable staff to conduct their tasks more efficiently.
Total FY 01 Expenditures	\$199	

Office of the Governor

Type of Expenditure (itemize if appropriate)	Amount Expended	Purpose of expenditure and how it improved the quality, efficiency or effectiveness of services to customers
Training	2,877	Office of the Family & Children's Ombudsman. Provided training for staff to improve technology and customer service skills; expand knowledge and expertise in child welfare issues.
Technology Improvements	36,198	Executive Operations Program. Equipment (\$34,699) Allowed the purchase of computers to continue to upgrade outdated equipment. Staff efficiency is improved. Office of the Family & Children's Ombudsman. Equipment (\$1,499) Updated communications equipment to improve efficiency.

Office of the Governor

Type of Expenditure (itemize if appropriate)	Amount Expended	Purpose of expenditure and how it improved the quality, efficiency or effectiveness of services to customers
Improved Work Processes	30,525	Office of the Family & Children's Ombudsman. Foster Youth Interview Project (\$15,122) Produced report on what's working well in the foster care system and ideas on how the state can improve the foster care system for young people. Publications Design and Printing (\$10,503) Designed and produced agency brochure to inform the public about our services and re-designed complaint form to make it more functional and easier to use. Policy and Procedures Manual (\$4,900) Developed agency policy and procedures manual to ensure consistency and quality of work processes.
Other	95	Office of the Family & Children's Ombudsman. Phone Directory Listing Setup Fees. Expanded community outreach efforts with listings in blue pages of phone directories throughout the state.
Total FY 01 Expenditures	<u>\$69,695</u>	

Office of the Secretary of State

Type of Expenditure (itemize if appropriate)	Amount Expended	Purpose of expenditure and how it improved the quality, efficiency or effectiveness of services to customers
Improved Work Processes	561,696	Funds were used to produce a state primary voter's pamphlet for the 2000 primary election. This was the first time a state primary pamphlet was provided to voters with information on all candidates running in the primary.
Total FY 01 Expenditures	<u>\$561,696</u>	

Commission on Asian Pacific American Affairs

Type of Expenditure (itemize if appropriate)	Amount Expended	Purpose of expenditure and how it improved the quality, efficiency or effectiveness of services to customers
Employee Training	1,375	Alternative Dispute Resolution Seminar
Employee Incentives	113	Employee Recognition Awards
Technology Improvements	2,878	Upgrade and replace equipment
Other	1,350	One-time printing for National Asian American Telecommunications Association
Total FY 01 Expenditures	<u>\$5,716</u>	

Office of Financial Management

Type of Expenditure (itemize if appropriate)	Amount Expended	Purpose of expenditure and how it improved the quality, efficiency or effectiveness of services to customers
Technology Improvements	63,508	Allowed the purchase of computers, to continue to upgrade outdated equipment. Upgraded the wiring in new office space to standard high-speed capabilities. Staff efficiency is improved.
Other	112,136	Upgraded the fire protection system in the computer room to safeguard equipment. Purchased furniture for new office space. Allows the agency to continue to provide high-quality customer service to clients.
Total FY 01 Expenditures	<u>\$175,644</u>	

Department of Labor and Industries

Type of Expenditure (itemize if appropriate)	Amount Expended	Purpose of expenditure and how it improved the quality, efficiency or effectiveness of services to customers
Performance Measurement	28,600	These funds were used to assist the agency in successfully meeting its goal of increasing participation in apprenticeship by 5 percent (14,175 participants during fiscal year 2001). This was an agency-level performance commitment with the Governor. A critical component to achieving this goal was a marketing campaign that targeted potential apprentices. Thousands of informational apprenticeship manuals, bumper stickers, and pencils were purchased and provided to high schools, skill centers, vocational institutes, and to the Employment Security Department's Low-Income-to-Work programs throughout the state. A small amount of the funds were used to purchase both space and travel so our employees could have a presence at job fairs. Without these funds, the department would not have been able to market apprenticeship as aggressively as was necessary to achieve the 5 percent increase.
Total FY 01 Expenditures	<u>\$28,600</u>	

Department of Licensing

Type of Expenditure (itemize if appropriate)	Amount Expended	Purpose of expenditure and how it improved the quality, efficiency or effectiveness of services to customers
Improved Work Processes	12,115	The purchase of conference tables and conference chairs enabled the Business and Profession Division to provide meeting and training space for agency personnel. An under-utilized room was redeveloped into a new computer applications testing room. Included are facilities for testing using many different browsers and equipment configurations (as would be used by the public accessing Business and Professions Division internet applications), and a section for work sessions, meeting design presentation/reviews. Included are white boards, chairs, tables, projector and screen.
Total FY 01 Expenditures	<u>\$12,115</u>	

Military Department

Type of Expenditure (itemize if appropriate)	Amount Expended	Purpose of expenditure and how it improved the quality, efficiency or effectiveness of services to customers
Employee Training	5,341	Employees trained in writing procedures and desk manuals. Employees coached in team-building and customer service skills.
Equipment	3,181	Purchased ergonomic chairs for some staff.
Technology Improvements	9,663	Purchased and installed hardware upgrades for computer network to enable staff to access the Office of Financial Management's Fastrack Financial System.
Total FY 01 Expenditures	<u>\$18,185</u>	

Public Employment Relations Commission

Type of Expenditure (itemize if appropriate)	Amount Expended	Purpose of expenditure and how it improved the quality, efficiency or effectiveness of services to customers
Employee Training	1,525	Hearing examiner training course for National Judicial College class on conducting adjudicative hearings/proceedings. This is expected to improve all aspects of conducting hearings.

Public Employment Relations Commission

Type of Expenditure (itemize if appropriate)	Amount Expended	Purpose of expenditure and how it improved the quality, efficiency or effectiveness of services to customers
Technology Improvements	35,769	Acquired laptop computers and file servers for agency computer system enhancements. New servers increase the reliability of mission-critical systems. Laptops enable remote access for personnel in remote locations to work and report as if in the office.
Improved Work Processes	4,218	Purchased copier for Kirkland branch office. This reduced noise level, improved copy quality, increased speed of copying, reduced maintenance costs and down time.
Total FY 01 Expenditures	<u>\$41,512</u>	

Department of Social and Health Services

Type of Expenditure (itemize if appropriate)	Amount Expended	Purpose of expenditure and how it improved the quality, efficiency or effectiveness of services to customers
Employee Training	48,285	Quality Improvement Facilitator Training (\$6,312) These funds were used to equip seventy-five Division of Developmental Disabilities employees with skills to lead and facilitate quality improvement teams. Understand Data, Applied Statistical Process Control Training (\$12,972) This training was for employee development. Customer Service, Client Toll-Free Training (\$11,419) This resulted in phone training for the call center. Web Based Computer Training (\$17,582) Funds were used to train the trainers and buy software relating to the web.
Improved Work Processes	153,190	Incident Management and Reporting Project (\$133,474) Savings Incentive funding was used to create an efficient, consistent, centralized statewide reporting and tracking system for incidents that ensure timely identification and prioritization of specific areas for targeted consultation or corrective action. Consumer Assessment of Health Plan Study (\$19,716). This improved systems for delivery of client health care services.
Performance Measurement	9,578	Chance2Go (\$9,578) Funds were used for planning and program development to build scholarship support for Pierce County high school graduates, and in turn advance the Department's goal of advancing self-sufficiency and improve the quality of life for individuals through education, training, and employment.
Other	36,248	Fair Hearings Training Video (\$24,706) The Division of Child Support developed and distributed fair hearing videos in order to provide clients with an overview of the administrative hearing process. Each field office has a video that can be viewed. Vancouver Office Accreditation (\$11,542) Funds were used to assist the Vancouver Division of Children and Family Services office in their accreditation process.
Total FY 01 Expenditures	<u>\$247,301</u>	

Department of Health

Type of Expenditure (itemize if appropriate)	Amount Expended	Purpose of expenditure and how it improved the quality, efficiency or effectiveness of services to customers
Technology Improvements	100,493	Purchased automated equipment by the Newborn Screening Program that will perform and track over 300,000 tests each year. This provides more precise and faster testing in time to detect and prevent severe, possibly fatal diseases in babies born in Washington. Replaced outdated radioactive test procedures that produced a storing and processing expense for radioactive residue.
Total FY 01 Expenditures	<u>\$100,493</u>	

Department of Veterans Affairs

Type of Expenditure (itemize if appropriate)	Amount Expended	Purpose of expenditure and how it improved the quality, efficiency or effectiveness of services to customers
Employee Training	5,000	This was applied towards the acquisition of a computer-based training program for telephone skills, customer service and computer literacy. This package is used by staff at the Veterans Home to improve communication and interpersonal skills to better serve residents, their families, other staff and the general public. Computer literacy skills support improved efficiency in completing everyday requirements, and assist staff in increasing their awareness of current practices and the body of professional knowledge to enhance quality of resident care they provide.
Improved Work Processes	4,597	This initiative is a combination of a technology and work process improvement. Voice recognition software, supporting equipment and training was obtained for the State Veterans Homes to eliminate the transcription step in the process of documenting resident evaluation and treatment in their individual medical records. This initiative enhances the quality of resident care by improving the timeliness, accuracy and legibility of medical record postings as eliminating steps in the basic work process.
Total FY 01 Expenditures	<u>\$9,597</u>	

Washington School for the Blind

Type of Expenditure (itemize if appropriate)	Amount Expended	Purpose of expenditure and how it improved the quality, efficiency or effectiveness of services to customers
Employee Training	9,155	Expenditures were made in the areas of team building and communication process improvement that has resulted in more effective communication between staff and students.
Total FY 01 Expenditures	<u>\$9,155</u>	

Washington State University

Type of Expenditure (itemize if appropriate)	Amount Expended	Purpose of expenditure and how it improved the quality, efficiency or effectiveness of services to customers
Employee Training	500	Employees attended various conferences and training to assist them with their jobs.
Technology Improvements	2,127	The College of Agriculture and Home Economics Information Department worked with the College's Staff Development Team to redesign and upgrade staff development web pages to include training information and resources to assist staff in delivery services.
Total FY 01 Expenditures	<u>\$2,627</u>	

Washington State Arts Commission

Type of Expenditure (itemize if appropriate)	Amount Expended	Purpose of expenditure and how it improved the quality, efficiency or effectiveness of services to customers
Technology Improvements	1,927	Funds were applied towards the purchase of replacement server, which increased the efficiency of communication with customers, and expanded the capability of the website..
Total FY 01 Expenditures	<u>\$1,927</u>	

Washington State Historical Society

Type of Expenditure (itemize if appropriate)	Amount Expended	Purpose of expenditure and how it improved the quality, efficiency or effectiveness of services to customers
Employee Training	1,226	Provided training for Photoshop application software to publication staff. The expected outcome is the continued efficient production of "Columbia" magazine.
Total FY 01 Expenditures	<u>\$1,226</u>	

Columbia River Gorge Commission

Type of Expenditure (itemize if appropriate)	Amount Expended	Purpose of expenditure and how it improved the quality, efficiency or effectiveness of services to customers
Employee Training	947	Training for staff on conflict resolution and stress management; staff retreat.
Technology Improvement	2,034	Public address and recording system and software.
Other	150	One time video reproductions of four television broadcasts on issues affecting the Columbia River Gorge.
Total FY 01 Expenditures	<u>\$3,132</u>	

Department of Ecology

Type of Expenditure (itemize if appropriate)	Amount Expended	Purpose of expenditure and how it improved the quality, efficiency or effectiveness of services to customers
Employee Training	17,294	<p>Competitive Fellowship (\$3,444) Employees compete for competitive fellowship awards based on pre-established criteria. This program fosters an environment of continuous learning throughout the agency; it allows staff to continue their education and use their knowledge to enhance job performance and personal satisfaction, which in turn improves the quality and effectiveness of the services that we deliver to our customers.</p> <p>Applied Sustainability Training (\$8,250) Ecology staff were trained in basic sustainability principles that provide the foundation for long-term environmental preservation.</p> <p>Ecology Enforcement Training (\$5,600) Per Executive Order 98-02, this training provided advanced, yet generic investigation concepts, skills, and techniques by focusing on complex investigative planning and strategy, advanced interview methods, and investigator testimony. Other topics included the preparation of subpoenas and/or summons and the respect of constitutional rights.</p>
Employee Incentives	43,946	<p>Wellness Center (\$3,446) A room in the Lacey building basement was outfitted with new paint, carpet (formerly the floor was concrete), and mirrors for wellness/fitness activities. It is well documented that employee productivity is enhanced by improving fitness, thereby benefiting not just the employees' morale and overall well-being, but also the agency and taxpayers.</p> <p>Commute Trip Reduction (\$22,500) This money provided vanpool subsidies for fifty Ecology employees who work in our Lacey and Bellevue offices. Encouraging vanpooling through subsidization plays a large role in</p>

Department of Ecology

Type of Expenditure (itemize if appropriate)	Amount Expended	Purpose of expenditure and how it improved the quality, efficiency or effectiveness of services to customers
		helping Ecology meet Commute Trip Reduction goals. Construct a meeting/training room at Eastern regional office (18,000) Reconstruction of this space in Ecology's Spokane office allows training and large meetings to be conducted onsite, saving money and time on travel and room rental offsite.
Technology Improvements	3,501	Remote Computer Access for Staff Remote computer access has been upgraded for regional staff. Faster connections make it more feasible for employees to work at home on flexible schedules, and help the agency meet Commute Trip Reduction goals.
Improved Work Processes	11,230	SCORE/Promoting Innovation (\$3,614) Promotion and recognition of employee innovation that results in improved environmental results, resource savings, and reduced regulatory burden. Pre-permitting Industrial Sites ((\$751) A feasibility study was conducted to determine whether Washington should embark on a "pre-permitting" process, modeled after the State of New York. Pre-permitting is an innovative approach that moves permitting from a reactive to a proactive process, which brings local and state governments together to align multiple objectives, and leverage technical and financial resources. Diversity Assessment (\$6,865) This study assessed the reasons behind the limited effectiveness of Ecology's efforts to attract and retain a diverse workforce. The agency's environmental mission benefits from efforts to incorporate the diverse experiences and perspectives of the people of Washington within the Ecology team.
Other	\$35,112	Waste Reduction – Desktop System (\$2,612) Small desktop waste cans were purchased to make staff aware of the amount of waste they generate in the office and encourage them to use resources more wisely. Environmental Management System (\$25,000) Innovative approach to identifying the agency's environmental impact from a sustainability perspective. The report that these funds produced lays out a twenty-five year pathway to minimizing Ecology's environmental impact, with specific attention to diminishing energy use and related expenses. Sustainability Pamphlet (\$7,500) In support of the Department of Ecology's sustainability goal, a pamphlet was produced for staff and constituents to use as a sustainability checklist and "primer".
Total FY 01 Expenditures	\$111,083	

Environmental Hearings Office

Type of Expenditure (itemize if appropriate)	Amount Expended	Purpose of expenditure and how it improved the quality, efficiency or effectiveness of services to customers
Technology Improvements	8,168	Enhancements to our web page have allowed the public to view the agency calendar and the status of cases and hearings online. These funds purchased a new server and the upgrade of an existing server.
Total FY 01 Expenditures	\$8,168	

Department of Agriculture

Type of Expenditure (itemize if appropriate)	Amount Expended	Purpose of expenditure and how it improved the quality, efficiency or effectiveness of services to customers
Employee Training	11,245	These expenditures were used for interagency agreements with the Department of Personnel and the Department of Social and Health Services to provide training for all levels of agency personnel, as identified on the Department of Agriculture's training needs assessment. This also included supplies and travel expenditures in support of agency

Department of Agriculture

Type of Expenditure (itemize if appropriate)	Amount Expended	Purpose of expenditure and how it improved the quality, efficiency or effectiveness of services to customers
		training and quality initiatives.
Employee Incentives	360	Employees were given recognition awards as incentives for participation on process improvement teams and contributions to the agency Quality Initiative.
Total FY 01 Expenditures	<u>\$11,605</u>	

Employment Security Department

Type of Expenditure (itemize if appropriate)	Amount Expended	Purpose of expenditure and how it improved the quality, efficiency or effectiveness of services to customers
Employee Training	22,835	These funds provide Quality Management and Leadership training that supports leadership development preparing upcoming leaders and managers for changing leadership requirements. The expected outcome is to continue efficient and effective operations, focused in improved customer service.
Improved Work Processes	16,817	Provide funding participation for the Governing for Results program relating to quality, service, and efficiency of state government.
Total FY 01 Expenditures	<u>\$39,652</u>	

Community and Technical College System

Type of Expenditure (itemize if appropriate)	Amount Expended	Purpose of expenditure and how it improved the quality, efficiency or effectiveness of services to customers
Employee Training	673	Title IV Workshop – Specialized training support for the Title IV workshop, "Compliance and Assessment: Staying Ahead of the Curve".
Technology Improvements	4,250	Web Page Update – Upgrade the Job Opportunities section for Community and Technical Colleges to include information for part-time faculty. Increase the agency's efficiency an the public's ability to access information.
Performance Measurement	4,799	Distance Learning Survey – Participation in a U.S. Department of Education demonstration program for student financial aid, which studied the effect of rule changes on financial aid to distance learning students.
Total FY 01 Expenditures	<u>\$9,722</u>	